# A: RECRUITMENT AND SELECTION

Principle 1: Recognition of the importance of recruiting, selecting and retaining researchers with the highest potential to achieve excellence in research.

## **B: RECOGNITION AND VALUE**

Principle 2: Researchers are recognised and valued by their employing organisation as an essential part of their organisation's human resources and a key component of their overall strategy to develop and deliver world-class research.

### C: SUPPORT AND CAREER DEVELOPMENT

Principle 3: Researchers are equipped and supported to be adaptable and flexible in an increasingly diverse, mobile, global research environment.

Principle 4: The importance of researchers' personal and career development, and lifelong learning, is clearly recognised and promoted at all stages of their career.

Principle 5: Individual researchers share the responsibility for and need to pro-actively engage in their own personal and career development and lifelong learning.

### E: DIVERSITY AND EQUALITY

Principle 6: Diversity and equality must be promoted in all aspects of the recruitment and career management of researchers.

### F: IMPLEMENTATION AND REVIEW

Principle 7: The sector and all stakeholders will undertake regular and collective review of their progress in strengthening the attractiveness and sustainability of research careers in the UK.

Concordat clause, existing activity and new action(s) 2019-2021	Lead	Success measure	Review date	Updated activity (RAG) Red - Action needs attention. Amber – Action not completed or only part completed with a carry forward to future action plan. Green –
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A review of all fixed term contracts will follow with focus				

groups with PIs and research staff. Adjustments will be made

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and new action(s) 2019-2021			date	completed or only part completed with a carry forward to future action plan.
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New Actions: The new revised Concordat will be taken to all the relevant research committees at Department and Faculty level. The Researcher reps on these committees will gather feedback and through a working group, to include the <u>Research Staff</u> <u>Association</u> , inform CIG of any changes necessary to update Lancaster's Code of Practice (CoP) for Research Staff. The working group to ensure all <u>Concordat</u> changes are reflected in the CoP, and that it is still fit for purpose, this may involve a broader set of stakeholders. <b>B2.2 Commitment by everyone involved to</b>	Organisati onal Develope r (Research and Academic ) / RSA Executive	Clear understanding and usage of the updated <u>Concordat</u> and the refreshed <u>Code of</u> <u>Practice</u> . Measured through Research Staff Survey feedback and feedback gathered as part of research support programmes. Explicit questions on induction check sheet to ensure information is being made available to all new research staff and researcher managers. 90% of all new researchers to be aware of Concordat and CoP.	May 2020	Working group (researchers, RSO, Faculty resources manager) met three times to look at various aspects of the CoP and welcomed the new Code of Practice as a useful working document. The induction check sheets used by all new starters and their managers makes explicit reference to the Concordat. CEDARS 2020 data shows a good awareness of the concordat. 24% say they have never heard of Concordat. Not target but a good starting point. No data/feedback for CoP, as not asked as specific question. CoP is linked directly from all information related to Concordat and for future measures we will combine these. ACTION TO CARRY FORWARD (ECI1)
				e for Higher Education Staff (JNCHES) guidance on the use of fixed-term contracts will provide

benefits for researchers, research managers, and their organisations

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New Actions Ensure all researchers are offered career support including PDRs, access to training (included in contracted working hours), access to subject-specific career development workshops (included in contracted working hours).	Concorda t Implemen tation Group	90% of all eligible research staff to have had PDRs by the end of the 2021 cycle		

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New Actions: See C3.1 (Prosper) See C3.2 (Abintegro) No specific action identified for 2019-21				
				s and funding bodies should assist researchers to make informed choices about their career and clearly stated and that all researchers are aware of local and national career development
New Actions: See B2.1 (CoP) See C3.2 (Abintegro) See C3.4 (Intranet) See C3.6 (Cohort Induction)				
C3.6 Employers should provide a planned induction programme for researchers, on appointment to a research post, to ensure early effectiveness through the understanding of the organisation and its policies and procedures. They should also endure that research managers provide effective research environments for the training and development of researchers and encourage them to maintain or start their continuous professional development.				

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New Actions: New cohort style induction for all new Researchers to launch Sept 2019. This is in addition to the departmental and faculty inductions currently in place. This workshop will raise the awareness of; the Concordat; the Code of Practice; the support and development available to them at Lancaster and how they access it.	Organisati onal Develope r (Research and Academic ) and Head of Research Quality and Policy	90% of all new researchers to have attended induction programme within 6 months of starting. have previously held Lancaster contracts or have previous relevant experience. (Reports from COREHR Acknowledge that this measure was unrealistic and difficult to measure.) Positive feedback following programme, from participants and departments.	Annuall y Septem ber	<ul> <li>70% attendance reported of those eligible. Based on new (researchers) starters in the period against the number of attendees.</li> <li>COVID-19 interrupted the delivery of the full programme. Induction was moved to an online event and follow up online workshops. Participants appreciated that we had moved this induction online, a high proportion of those attending, were not geographically located near Lancaster and this method of delivery allowed them to attend and experience the networking opportunity not normally available to them.</li> <li>Positive feedback was attained.</li> <li>As this needs continued monitoring, additional feedback will be gathered as part of 'new starter' questionnaire to all staff new starters. Including an explicit question on awareness of the Researcher Development Concordat.</li> <li>Carried forward to EC1</li> </ul>

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New Actions: Researchers to be encouraged to access the new <u>Lancaster internal</u> <u>coaching bank</u> for additional personal and career development support.	Organisati onal Develope r (Professio nal Services)	Applications for and access to the central coaching bank is reported annually. (1% of take up by research staff)	Annuall y July	2019-2020 9% increase in use of coaching bank by researchers and 2020-2021 a 2% increase. Now that the research community (including line managers) are aware of this option and utilising it, no further action is required. Peer coaching is available to researchers through the Resilient researcher programme. This is a biannual programme. <b>Not carried forward</b>		
C3.9 Research managers should actively encourage researchers to undertake Continuing Professional Development (CPD) activity, so far as is possible within the project. It should be stressed that developmental activity can often have a direct impact on the success of the project, by distributing work, taking advantage of individual strengths and talents, and increasing the skill and effectiveness of researchers in key areas such as writing for publication or communicating with a wider audience. Funding bodies acknowledge that the training of researchers is a significant contribution to research output and they encourage employers and mentors to adopt these practices.						
No specific action identified for 2019-21						
	mployers shoul	d introduce appraisal systems for	all researcher	heir own career development and career direction options as well as taking personal responsibility s for assessing their professional performance on a regular basis and in a transparent manner. It is their preferred career.		
No specific action identified for 2019-21						
				for academic practice. Employers should take measures to ensure broad recognition of CPD aged when moving from one employer to another		
No specific action identified for 2019-21						
C3.12 Employers will ensure that where re	esearchers are p	provided with teaching and demo	nstrating oppo	prtunities as part of their career development, suitable training and support is provided.		



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New Actions: Following the successful pilot scheme in LEC other FST departments are looking at following this good practice and will initiate their own mentoring pools – to be driven by the researchers themselves. Induction programme includes an introduction to peer mentoring followed by regular optional peer coaching opportunities. See C3.7 for in programme mentoring. See C3.8 for One to one coaching opportunities	Faculty ADRs Organisati onal Develope r (Research and Academic )	Details captured by Associate Deans (Research) and reported through CIG. Feedback and uptake of peer mentoring by 20% of the new starter cohort.	June 2020	Mentoring is still not widespread. Pockets of good practice. Looking to change the induction checklists – to include the allocation of mentors for all new staff – currently 'recommended'. <b>No reports received.</b> Outstanding action for OD to work with Associate Deans to push this forward. <b>structure.</b> More emphasis to be placed on departmental mentoring schemes. <b>ACTION TO CARRY FORWARD (PODI3, PODM2, PODR5)</b> New inter institutional scheme 2021 – for Mid Career researchers. A pilot cohort with Lancaster, Manchester Metropolitan, Liverpool, Huddersfield and Salford. A review in December 21 to inform future plans. <b>ACTION TO CARRY FORWARD (PODI4)</b>

Principle 5: Individual researchers share the responsibility for and need to pro-actively engage in their own personal and career development and lifelong learning.

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New Actions: Engagement with RSA and cross disciplinary groups to be encouraged as part of new Cohort Induction – new opportunities offered to researchers as part of committee representation	Organisati onal Develope r (Research and Academic	Positive feedback through new starter survey data.	July 2021	Good practice implemented to ensure the researcher community is included in IQq384.13 307.38 49.25

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New Actions: See C3.6 (Cohort Induction) On-line Ethics training monitor and reporting, being developed by the Research Services Office	Head of Research Quality and Policy	Participation measured by increase in usage by 10% from September 2019 to report date. Data currently not available.	Annual May 2019	Ethics support is often provided one on one and there is limited data from the online modules available to staff. University Research Ethics Committee (UREC) currently undertaking a survey about existing training provision in departments and faculties. ACTION CARRIED FORWARD (ECI5, ECM2, ECR2)
b.4 Researchers should also be aware th that position.	at the skills and	achievements required to move	on from a res	earch position may not be the same as the skills and achievements which they displayed to reach
New Actions: See C3.2 (Prosper) Lancaster Academic event - previously this event was focussed on 'Making Professor'. Redesigned programme will look at all levels and promotion within academia and external career options and opportunities, to also include researcher career options.	Organisati onal Develope r (Research and Academic )	Lancaster academic event – attendance breakdown to include a higher proportion of researchers.	Decemb er 2019	Attendance figures for Making Professor for the last few years show a gentle increase in attendance by researchers. 1.6% (2017) 5% (2020) and 10.8% (2021). This event is to be rebranded for 2022 and will become 'Gaining Academic Promotion' (GAP). Our research shows that this change in branding should appeal to the broader research community. <b>Not carried forward</b>
learning and development in order to furthe	er that career a	nd take personal responsibility fo	r their choices	er is theirs. Accordingly, they should identify training needs and actively seek out opportunities for a Research managers and employers also have a responsibility to provide honest advice and anagers should encourage research staff under their supervision to attend appropriate training and
No specific action identified for				
				discussed, monitored and evaluated throughout the year in discussion with their research manager ecord their Personal Development Planning (PDP) and CPD activities, a log of which may be

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New Actions: Review and update the University's flexible working policy, informed by Athena SWAN and the 2018 Staff Survey working group focused on improving Work Life Balance. Acknowledgement that some flexible working requests are granted locally and are not recognised officially through HR process. The importance of recording such arrangements needs to be more widely communicated.	Deputy Director of HR	Increase in number of requests submitted to CORE for flexible working (5%) for all staff from June 2019 to June 2021.	June 2020 and June 2021	Reporting currently not possible centrally – this is done at a local level. Changes to be made for future central reporting.

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New Actions:	Director	Increase in reporting of	Spring	Grievance Type	2019/20	2020/21	Total	
Ensure all research managers are	of HR & OD	instances through formal	2021	Bullying & Harassment	7	3	10	
aware of <u>New University Bullying,</u>	00	routes (initially).			1	5	10	
harassment and sexual		Success will then be to		With an increase in publicity arour				
misconduct policy		address those reports.		anticipated (as shown as a success				
				unknown, but is supported by a co directly through the HR partnering				
				to the changes in working practice				
				conditions and relationships. Futur				
				team.				
E6.10 Employers should also consider part	icination in set	ames such as the Athena 91/ANI (	harter the <b>I</b>	Not carried forward further acti uno Project and other initiatives aimed at pro				
New Actions:	PVC (R)	Athena SWAN charter	2021	Results of final award submissions				
Lancaster is currently aiming to		mark for all academic		Not carried forward		5		
have Athena SWAN awards for all		Departments						
departments and existing Bronze								
award holders to aim for Silver.								
E.g. <u>For details of Chemistry's</u> application								
New Actions:				See E6.0 (Diversity and Equality) al	ove			
EDI Impact and Implementation				Not carried forward further acti	onsthrough	Athena Swa	an	
Group: Establish an EDI Impact								
and Implementation Group to								
align key EDI work streams and to								
project manage all EDI actions See E6.0 (Diversity and Equality)								
above								
F: IMPLEMENTATION A	AND REVIEW	/						

Principle 7: The sector and all stakeholders will undertake regular and collective review of their progress in strengthening the attractiveness and sustainability of research careers in the UK         F7.1       nt and career development structures of their employing organisations. The aim of this section is to promote implementation through a collective commitment to reviewing its progress.         New Actions:       Concorda       Revitalised and tion       Dec inclusion of EDI reference to be refreshed. Additional membership considered including a Faculty EDI representative.       Updated and agreed by Research Committee (Senior EDI rep from FHM appointed to CIG)	Concordat clause, existing activity and new action(s) 2019-2021	Lead	Success measure	Review date	Updated activity (RAG) Red - Action needs attention. Amber – Action not completed or only part completed with a carry forward to future action plan. Green – Action completed, not carried forward or passed to AS/EDI action plan.	
F7.1 organisations. The aim of this section is to promote implementation through a collective commitment to reviewing its progress.       nt and career development structures of their employing         New Actions: Concordat Implementation Group - Terms of reference to be refreshed. Additional membership considered including       Concorda t       Revitalised and refocussed activities – inclusion of EDI representative       Dec 2019       Updated and agreed by Research Committee (Senior EDI rep from FHM appointed to CIG)         Not carried forward       Not carried forward	•	•	gular and o	ollective review of their progress in strengthening the attractiveness and		
New Actions.trefocussed activities –2019Concordat Implementation Group - Terms of reference to be refreshed. Additional membership considered includingtrefocussed activities – inclusion of EDI representative2019Mathematical Concerningtation Grouprepresentative2019	F7.1 nt and career development structures of their employing					
	Concordat Implementation Group - Terms of reference to be refreshed. Additional membership considered including	t Implemen tation	refocussed activities – inclusion of EDI		appointed to CIG)	

a. to constitute a steering group under an independent chair to oversee the implementation and review of the Concordat with appropriate representation of the funders and sector bodies including the

b. to procure an independent benchmarking study to assess the state of the sector at the launch of this Concordat.

c. to contribute an appropriate share of the costs of supporting implementation and review, including the benchmarking report.

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New Actions: